



**DETROIT  
PUBLIC SCHOOLS  
COMMUNITY DISTRICT**

Students Rise. We All Rise.

# VISION

The Future We Want

All students will have the knowledge, skills and confidence necessary to thrive in our city, our nation, our world.

# MISSION

The Work We Do

We educate and empower every student, in every community, every day, to build a stronger Detroit.



**Transformative  
Culture**



**Outstanding  
Achievement**



**Whole Child  
Commitment**



**Exceptional  
Talent**



**Responsible  
Stewardship**

**We are on a  
journey.**

**R e f o r m   d o e s n ' t   h a p p e n   o n c e .   R e f o r m   i s   a   p r o c e s s .**



## TRUST

Analyze core systems and begin to improve them while we rebuild trust

## VALUE

Meaningfully improve core functions while we invest in signature initiatives that establish an attractive value proposition for families and staff

## PROOF

Realize initial returns with improvements to school culture and achievement at proof point schools

## SCALE

Ensure consistent implementation of successful reforms and strong program offerings across schools

## REFINEMENT

Evolve approach and offerings to ensure sustainable improvement over time

YEAR  
01

YEAR  
02

YEAR  
03

YEAR  
04

YEAR  
05

*By the end of the year, we will be successful if we see...*

*Increased enrollment, fewer vacancies, improved attendance*

*Initial gains in early literacy and in mathematics, concentrated growth in proof point schools*

*Proficiency and growth improvements districtwide*

*Achievement gaps half the size of 2017-18 levels*

## Transformation begins with culture.

We heard this loud and clear from our students, families and staff, so we:

- Engaged internal and external community to develop a new code of conduct
- Funded positions – a Dean of Culture, a school-based Attendance Agent, school culture facilitators, and counselors – to support improvement in our schools
- Launched new structures to partner with our families: Parent Academy, expanded PTAs and School Advisory Committees

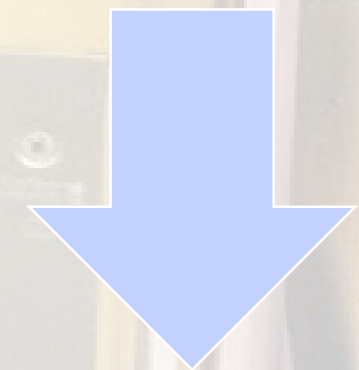




March 2018

**33%**

Chronically  
Absent



March 2019

**26%**

Chronically  
Absent

# Better Attendance

**↑ 3,275**

More Students Have Excellent Attendance

**↓ 3,800**

Fewer Students Are Chronically Absent

# Fewer Suspensions

April 2018

**17,048**

27% fewer suspensions

Today

**12,373**

**16,538**

63% fewer suspensions with  
time away from school

**6,097**





# Parents as Partners

**6,807**

Parent Academy Participants

**3,401**

Parent-Teacher Home Visits

**84**

Parent Teacher Associations

**91**

School Advisory Councils



# Transformative Culture

This year, to build strong school and district cultures where our students, their families, community members, and our staff feel safe, respected, and connected, we will:



Implement School  
Advisory Councils

Expand community partnerships and  
collaboration, with a focus on improving  
literacy, like Let's Read

Launch and monitor a  
live customer service  
survey

**Looking ahead:** Diversity, equity, inclusion and restorative practice training, code of conduct revisions, alternative settings, faith and alumni engagement, anti-bullying

# Outstanding achievement is attainable in our schools.

When we audited our curriculum and classroom practices, it was clear our students faced an opportunity gap, not a talent gap, so we:

- Adopted new curriculum for math and reading in K-8
- Implemented better assessments to help teachers, students and families better understand needs and progress
- Funded a new academic interventionist role to help students catch up





# 32,738 students

**93%** of all eligible students in Detroit Public Schools Community District shared feedback about their experiences at school and in classrooms



Students in grades 3-12  
&  
Adult Education were  
included



Students took  
surveys online



Students took surveys  
between Jan 7 – Feb 8,  
2019



Increase from 85%  
to 93% response  
rate



**+8** % pts

I'm Excited to Go  
to Class



**+5** % pts

Teachers Have  
High Expectations

**+3** % pts

Teachers Asked Me  
to Explain Answers

**+5** % pts

I'm Excited to  
Participate

**+5** % pts

I Talk About Ideas  
from Class  
Outside of School



**+4** % pts

Teachers Make Me  
Keep Trying

**+4** % pts

Teachers Encourage  
Me to Do My Best

**+5** % pts

I'm Focused  
in Class

**+6** % pts

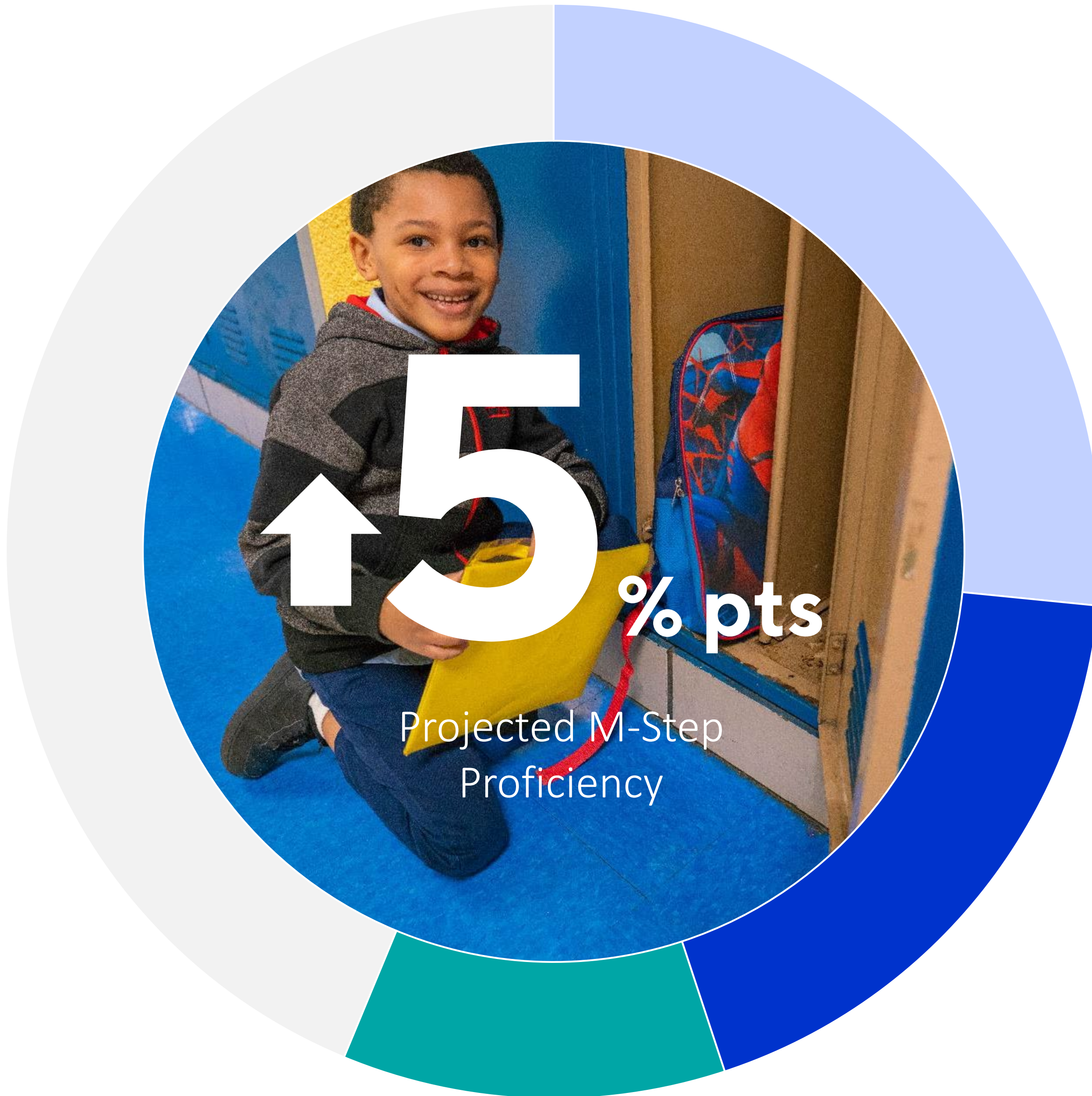
I'm Interested  
in Class



**+6** % pts

Teachers Take Time  
to Explain





# Stronger Readers

8,846 – 27%

K-8 students on pace at midyear to demonstrate a year of growth.

6,109 – 18%

K-8 students grew *a full year* in reading by midyear.

3,762 – 11%

K-8 students grew *two full years* in reading by midyear – or more



# Growing Mathematicians

**7,159 – 19%**

K-8 students on pace at midyear to demonstrate a year of growth

**6,603 – 18%**

K-8 students grew *a full year* in math by midyear

**2,140 – 6 %**

K-8 students grew *two full years* in math by midyear – or more





# Improvement in Our Partnership Schools



Thirteen of fourteen state Partnership schools have improved since the 2016-17 school year.  
The District was rated “on track” at its 18 month state performance review.



# Outstanding Achievement

This year, to dramatically improve the academic experience of all students to ensure they are college and career ready, we will:



Expand adoption of aligned curriculum materials to high schools

Expand and improve dual-enrollment, accelerated programs, and Career Academies at each high school

Develop an intensive intervention strategy for our most struggling readers, starting in early grades, including Pre K

**Looking ahead:** School grades and aligned accountability/performance systems, continue to improve Exceptional Student Education Services



## Our children are whole children.

Academics matter *and* students need school to support their development as well-rounded individuals with a wide range of talents and interests, so we:

- Funded art or music in every K-8
- Revised master schedules for more recess and physical education time
- Expanded robotics and chess program districtwide





# **A Resurgence of the Arts**

# **29,500+**

K-8 students with art, music or performing arts at their school



A group of young children, mostly Black girls, are playing on a red plastic playground structure. They are wearing light blue school uniforms. The image is slightly faded to allow text to be overlaid.

# More Time for Physical Activity

# 150

Minutes of physical activity for K-5 students each  
week



# Real-World Connections

# 1,300+

Cultural Passport Field Trips This School Year



# Whole Child Commitment

This year, to develop the whole child by expanding access to the arts, physical education, leadership and service learning, health services, and social-emotional supports, we will:



Community School Concept

Expand after school programming

**Looking ahead:** Secondary electives aligned to student interests, expansion of mental health services, including trauma informed care

## None of this works without the right talent.

Unfortunately, we were faced with a legacy of systematic disinvestment in educators, so we:

- Added new positions to support key reforms, including Master Teachers
- Improved compensation and negotiated to recognize experience outside of the District
- Offered new, high-quality professional development and better classroom materials







# More Positions



# 1,000+

School-Based Positions Added Since May 2017

# Improved Compensation

↑ \$5,236

Average Base Teacher Salary Increase Since Spring 2017



# Fewer Vacancies

2016

**22**

Schools Fully Staffed

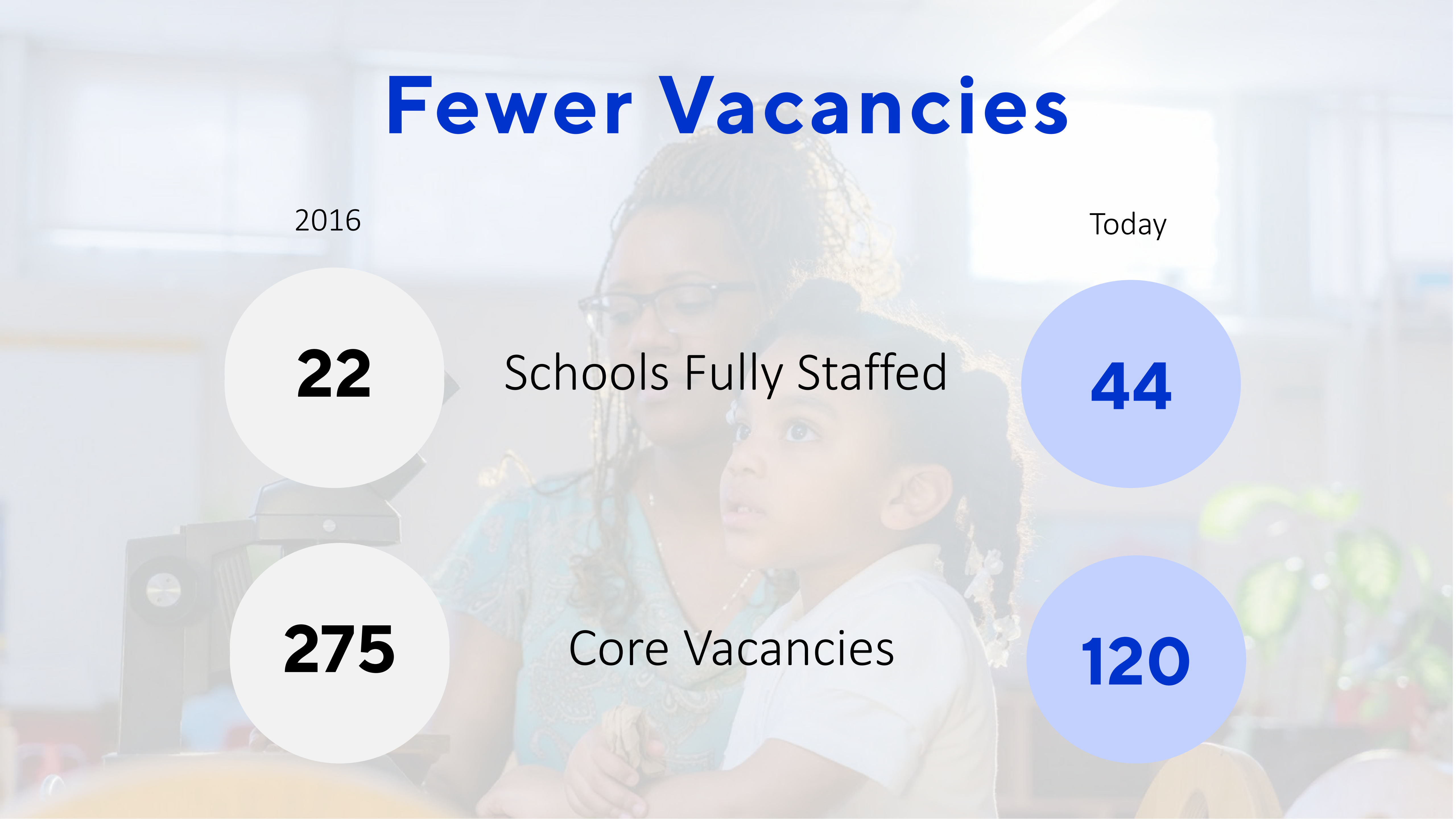
**275**

Core Vacancies

Today

**44**

**120**



# A Strong Pipeline of Leaders

**73**

Aspiring School-Based Administrators in a Wayne State Certification Program

**31**

Teachers with Administrator Credentials in a District AP Pathway Program

**24**

Current APs in Principal Pathway Program led by New Leaders for New Schools

**7**

Current Veteran Principals in Leadership Development Program with EMU to Become Mentor Principals



# Exceptional Talent

This year, to build an excellent team of dedicated staff to serve our students, we will:

Negotiate third year in  
DFT Contract

Streamline hiring and  
onboarding processes

Improve  
compensation for top-  
educators through  
performance-based-  
pay

Redesign teacher and  
administrator  
evaluation system

Expand leadership development programs  
and innovative preparation models,  
including Marygrove



**Looking ahead:** Incentives for hard to staff schools, funding to close the pay gap with neighboring districts

# **We must be responsible stewards of our District for this generation and the next.**

We must stand on solid operational footing to succeed, and we have been aggressive to strengthen our operational basics. We have:

- Completed a zero-based budgeting process and aligned the budget to the Strategic Plan
- Established a strong fund balance
- Thoroughly assessed the state of our buildings and technology infrastructure
- Made progress toward recapturing enrollment
- Established meaningful and aligned business partnerships to fill critical gaps





# Aggressive Action

Hydration station installation is 72% complete and on schedule.

**194**

Stations  
Installed in  
Phase 1

**124**

Stations  
Installed in  
Phase 2

**70**

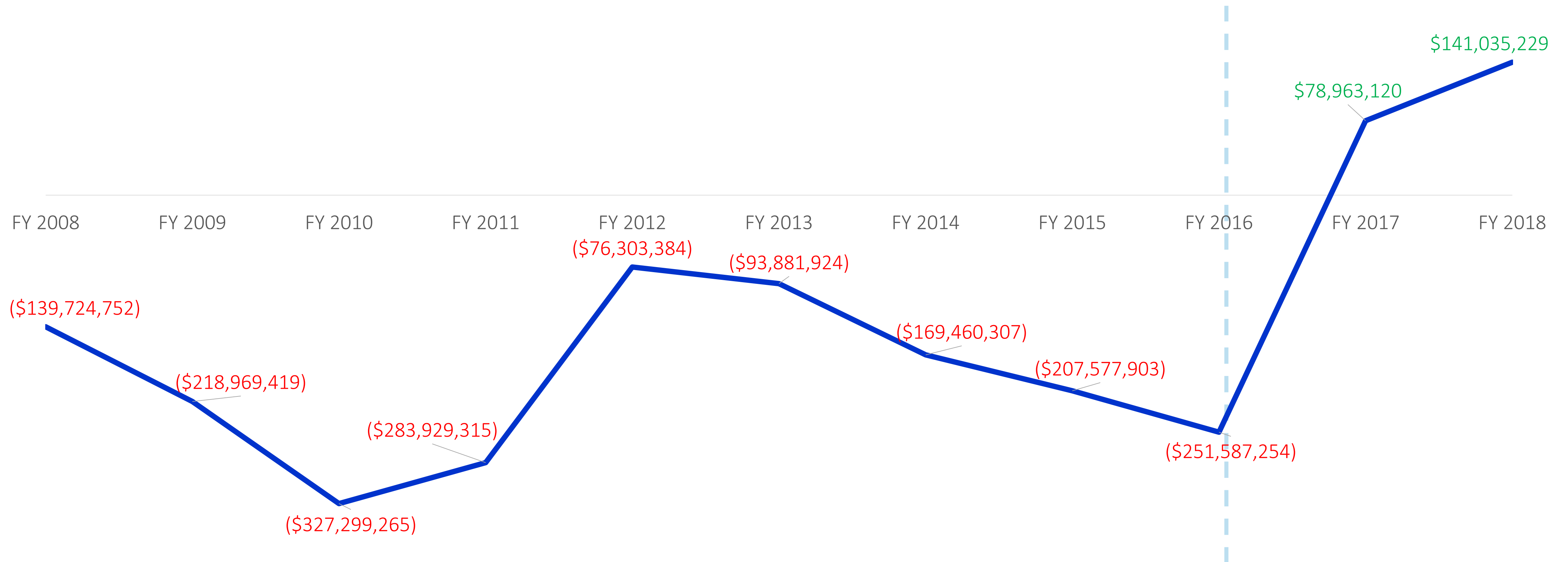
Stations  
Installed in  
Phase 3

**152**

Stations  
Remaining



# A Healthy Fund Balance





# Enrollment



2016-17

2018-19

# Connected Classrooms

**6.2**

Students For Every  
Device



**3.6**

Students For Every  
Device

**3,000+**

New Laptops Deployed for Teachers

**16,000+**

New Student Laptops Deployed this Year Alone



# Smart New School Options



Attract new parents with Montessori at **Edmonson Elementary**



Draw more neighborhood high school students with a new **Academy of the Americas** campus



Relieve overcrowding at Mackenzie with a new neighborhood school at **Barton Elementary**



Recapture neighborhood students at **Hamilton Elementary**



Innovate with partners on a new examination school at **Marygrove**

# Responsible Stewardship

This year, to manage and deploy our resources responsibly, transparently, and equitably to support our students' success, we will:

Engage community on  
facility needs and  
opportunities

Establish internal  
auditing process

Establish capital fund  
account and  
implement major  
maintenance projects,  
like roof replacement

Balance budget with a  
10% reserve and  
strong fund balance



Expand 1:1 technology

**Looking ahead:** Expanded vendor interest, Wayne County millage renewal, abatement process improvement, equitable funding



A close-up photograph of a hand wearing a white work glove, carefully placing a red brick onto a wall. The wall is made of several layers of red bricks with visible grey mortar joints. The background is softly blurred, showing more of the wall and the hand's arm. The overall tone is warm and focused on the act of building.

**Students Rise. We All Rise.**

Be part of it.

[detroitk12.org](http://detroitk12.org)